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The State of South Carolina  
Military Department

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STANHOPE S. SPEARS  
MAJOR GENERAL  
THE ADJUTANT GENERAL

OFFICE OF THE ADJUTANT GENERAL  
1 NATIONAL GUARD ROAD  
COLUMBIA, S.C. 29201-4766

October 16, 1998

Office of State Budget  
Lady Street, 12th Floor  
Columbia, South Carolina 29201

Dear Sir:

Enclosed you will find the Annual Accountability Report for Fiscal Year 1997-98.

The mission of the Office of the Adjutant General is to be prepared and available on order of the Governor to assist when needed in the event of civil disaster, disturbance, or other emergency. Performance measures are set and monitored for completion by each division within the Agency. The divisions have determined their individual objectives and performance measures to align with the Agency mission.

If you have any questions on this report, please contact me at (803)806-1413.

Sincerely,

A handwritten signature in cursive script, appearing to read "John A. Shuler".

John A. Shuler  
Deputy Adjutant General  
State Operations

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STATE DOCUMENTS

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## Executive Summary

During these times of dwindling funding resources and mandated personnel downsizing, the Office of the Adjutant General faces challenges to maintain readiness and accomplish the state and federal missions. Fiscal responsibility, getting the job done, and taking advantage of every possible opportunity to increase agency efficiency are the major program goals and the principal focus of our efforts.

The Emergency Preparedness Division (EPD) continues to respond to the additional requirements imposed by the Federal Emergency Management Agency (FEMA). In order to take advantage of the various federal programs under the FEMA umbrella, we must be up to date in our planning and allocation of limited resources.

Armory Operations regulations have been revised and improved to allow incentives to each armory in the State. With more money from armory rentals remaining at the individual armories, improvements can be made without the necessity of central funding or breaking down the limited funds on an "allowance" basis.

In the area of Total Quality Management, our Strategic Development Center has provided quality management services, leadership development, and education and training to our four major sub-divisions: The Army Guard, the Air Guard, the State Guard, and the Emergency Preparedness Division. Additionally, Quality Workshops were conducted for the South Carolina Department of Transportation, the Employment Securities Commission, and the Lexington County Sheriff's Department. Consulting services were also provided to the Department of Mental Health. The Office of the Adjutant General stands ready to assist our sister agencies in making this the finest state in the union to work safely and efficiently.

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Budget & Control Board  
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# **ADJUTANT GENERAL'S OFFICE**

## **MISSION STATEMENT**

The State mission of the Adjutant General is to be available on order of the Governor to assist local civil authorities in the event of disaster, disturbance, or other emergency; to plan and train for the employment of the troops and equipment as the situation dictates; to support rescue and relief operations; to aid in recovery and assist civil authorities in maintaining law and order; to control civil disturbances; and to protect life and property. In addition to its State mission, the Adjutant General has a Federal mission to be available and prepared as the first line of defense of the United States; to be prepared to serve whenever Congress or the President of the United States determines that more units are needed for national security than are in regular components of the ground and air forces; and to be prepared to serve on active duty as long as needed.

## **PROGRAM NAME: Armory Operations**

FY97-98 State Funding Level \$1,381,959  
FY97-98 Rental, Local, & Other Income \$506,927

## **PROGRAM MISSION STATEMENT:**

Provide funding to ensure maintenance of quality facilities for SCARNG units to conduct their State and Federal missions and provide support to the local communities. Provide direction for the armory rental program.

## **PROGRAM GOAL:**

Ensure the limited armory operations funds are expended for and are used to provide quality facilities for use by the National Guard and the citizens of South Carolina.

## **PROGRAM OBJECTIVES:**

- Increase operating and maintenance / repair funding.
- Impact: Continued funding levels well below the state average for facility operation and maintenance have and will continue to have a severe impact on the operational status of armories and other facilities.
- Adequate appropriated funding.
- Impact: Adequate funding levels would permit preventive maintenance and timely repairs to be made thereby lowering the chance of large overall capital expense.
- Seek increased local government support.
- Impact: Increased local funding that has been severely reduced by local communities would reduce State funding requirements.
- Increase armory rental revenue.
- Impact: Increased rental income would reduce State funding requirements.
- Identify funding for Capital Improvements.
- Impact: Programmatic funding is required to replace systems (roofs, heating & air, etc.) within facilities and upgrade substandard facilities to current building and life safety codes. Capital improvement funding is also needed to perform energy conservation measures to reduce utility costs that make up 58% of total operating costs.



## **PROGRAM PERFORMANCE MEASURES:**

This agency began implementing the principles of Total Quality Management approximately one year ago and has recently started tracking specific performance measures. Local unit representatives along with agency personnel are lobbying local governments for dollar support. We are aggressively seeking methods to reduce energy consumption.

## **IMPACT STATEMENT:**

The Armory Operations Program is responsible for the day to day operations and funds for the maintenance of 80 plus armories and their related buildings, totaling approximately TWO MILLION square feet under roof. Funding for operation and maintenance is well below average cost per square foot for state buildings. After utility costs are subtracted out, funds remaining for maintenance equate to \$0.26 per square foot. Lack of adequate funding causes the quality of the facilities to decrease and increases the requirements for capital improvements. Lack of funding also prohibits this agency from matching defense dollars for capital improvements when such funds are available.

A continued shortfall in funding will decrease mission capabilities of our units, both State and Federal. Reduced mission capability translates in loss of Guard units to other states and the defense dollars to support them.

Lack of adequate State funding also places the agency in violation of the State / Federal Agreement to maintain the armories in good condition. Failure to provide facilities meeting current Department of the Army standards could result in units being lost to states with good facilities. The Army now requires an annual facility status report.

Current codes such as fire, life safety, electric, & ADA cannot be met with our present funds. The State Fire Marshall's inspectors have threatened closure of several of our armories.

Revenue generation through armory rentals is dependent upon well- maintained and safe facilities.

**PROGRAM NAME:** Military Support To Civilian Authorities

**PROGRAM GOAL:**

To provide data outlining frequency and diversity of missions conducted by the Military Support Branch of the Plans, Operations and Training Directorate.

**MAJOR THREAT TO STATE**

Hurricanes  
Tornadoes  
Extremist Organizations  
Medical Evacuation  
Federal Agency Support  
Weapons of Mass Destruction

Winter Storms  
Civil Disturbances  
Disruption of Vital Services  
Earthquakes  
Floods

**SUPPORT PROVIDED**

**Hurricanes:** Hurricanes are The greatest storms on earth", and South Carolina's most serious threat.

Hurricane Hugo, September 1989 was the last hurricane that caused extensive damage to the State of South Carolina.

Cost: \$6,000,000.00 plus  
Man-days: 49000  
Personnel: 6300

Hurricane Bertha, July 1996. Although the storm did not directly affect the State of South Carolina, the Governor ordered the South Carolina National Guard to duty to prepare to provide military support to civil authorities operations.

Cost: \$300,000.00 plus  
Mandays: 1500  
Personnel: 600

Hurricane Fran, September 1996. The storm made a northerly turn and caused minimal damage to the northeast coastline. However, the Governor ordered the South Carolina National Guard to duty to prepare for military support to civil authorities operations. Additionally, the State of North Carolina requested support from the South Carolina National Guard via the Southern Governors Compact.

Cost: \$1,500,000.00 plus  
Mandays: 4800  
Personnel: 3400

Hurricane Bonnie, August 1998, The storm made landfall along the North Carolina border and did only minor damage to property. The Governor conducted a mandatory evacuation of coastal areas in Horry and Georgetown County. Approximately 2000 members of the South Carolina National Guard were activated to support Law Enforcement during the evacuation operation. Final program costs for this operation were not available at the time of this report. Overall costs should run similar to the amounts from Hurricane Fran, about \$1,500,000.00.

**Tornadoes:** Tornadoes are common in South Carolina. We average 20 per year. In 1995, 54 tornadoes were reported in the state. In 1995, the South Carolina National Guard was activated to provide military support to the City of Lexington, SC.

In preparation for responding to tornadoes, the South Carolina National Guard provided support to exercise "Tornado 96" which was a state level exercise. The South Carolina National Guard provided support personnel to the State Emergency Operations Center and provided both aerial and ground support to the State Assessment Teams.

**Disruption of Vital Services:** The disruption of vital services within the State of South Carolina is a common problem within municipal governments throughout the state. The most common mission that the South Carolina National Guard is tasked with providing support is potable water support. The following missions were performed during 1996, 1997 and as of this date in 1998:

DATE	TOWN	# OF WATER TRAILERS	VEHICLES	PERSONNEL
JAN 96	Georgetown	1	1	2
MAR 96	Williamsburg	1	1	2
OCT 96	Jenkinsville	1	6	12
NOV 96	Darlington	1	1	2
FEB 97	Edgefield	2	2	4
FEB 97	Ruffin	2	2	4
FEB 97	Smoaks	2	2	4
APR 98	McCormick	6	6	20



**Earthquakes:** Earthquakes occur in South Carolina frequently. Approximately 11 earthquakes are recorded annually. Approximately 50% of the State of South Carolina is classified as being at major risk. The remainder of the state is at moderate risk.

**Urban Search & Rescue:** The South Carolina National Guard was tasked by the Governor through the South Carolina Emergency Operations Plan to be the primary coordinating agency for Urban Search & Rescue (Emergency Support Function #9). Urban Search and Rescue is the process of locating, extricating, and providing initial medical treatment to citizens in trapped collapsed structures. US&R is primarily required for earthquakes and man-made disasters, such as explosions, like the bombing of the Oklahoma Federal building. This tasking has required the South Carolina National Guard to develop procedures, mutual aid agreements and educational seminars in an effort to identify US&R resources in the state. This program requires extensive man-hours on the part of the full-time staff of the Military Support Branch. Currently, the State of South Carolina through the municipal fire services are only capable of performing basic and light urban search and rescue operations. Medium and heavy rescue must be performed by federal US&R teams. Basic and light is defined as one to two story wooden structures. Medium and heavy is defined as multi-story concrete structures.

In January 1997, the South Carolina National Guard participated in "Provide Comfort 97" which was an emergency management exercise centered around many collapsed concrete structures. This exercise required that the South Carolina National Guard provide support personnel to the State Emergency Operations Center, in addition to manning the ESF #9 (US&R) coordinating desk.

Cost:	Not Available
Equipment:	Not Available
Personnel:	30

Rural Search & Rescue. Although rural search and rescue is not a South Carolina National Guard responsibility, the South Carolina National Guard is requested to provide support for these missions.

In December 1996, the South Carolina National Guard provide aerial support to Georgetown County in an attempt to locate a downed aircraft.

Cost:	\$ 4,000
Equipment:	Aircraft (Helicopter)
Personnel:	3

**Floods:** Although the State of South Carolina has not suffered any significant floods in recent years, the South Carolina National Guard prepares for recovery operations involving flooding. Military Support Branch personnel participate in dam exercises conducted by the major utility companies in an effort to be better prepared for dam failures and floods that may occur in the state.



**Winter Storms:** Although winter storms occur infrequently in the State of South Carolina, the South Carolina National Guard has provided support to civilian authorities when the state was adversely impacted by winter storms. The most recent support the South Carolina National Guard has provided to civilian authorities due to a winter storm was 1993.

**Civil Disturbances/Extremist Organizations:** Although the State of South Carolina has a diverse ethnic and cultural population, the potential for a civil disturbance continues to be a concern. Sensitive issues, such as the Orangeburg Massacre, the Confederate Flag, the Abortion issue, Nuclear Waste and Taxes provide a common thread for otherwise separate ideals. The growing number of organized events attracting large numbers of people have created problems for law enforcement authorities. The most significant is the ability of law enforcement authorities to deploy and control these huge numbers of people. We have the luxury of being void of organized drug gangs and criminal elements; however, we do share with the rest of the nation; organized hate groups, motorcycle gangs, tax protesters, white supremacist groups and various unsophisticated militia groups. While these groups are indicators that a measurable civil disturbance can spawn from one of their events or from a law enforcement official issuing a citation, preparedness is mandatory.

Our civil disturbance training preparedness program consists of approximately 24 hours of civil disturbance training annually for all Category I "on-the-street" civil disturbance units. The only federal funds authorized for civil disturbance training are Code 51 Junior Leadership Training Assemblies (RMAs). A total of \$12,500 was utilized during FY96 & FY 98 for Junior Leadership Training.

**Medical Evacuation:** Medical evacuation is not a primary support mission that the South Carolina National Guard provides to civilian authorities; however, in the past the national guard has been required to support civilian authorities by providing airlift capabilities to medivac citizens.

**Federal Agency Support:** The South Carolina National Guard provides support to other military and federal government agencies upon request. Over the past two years, we have provided the following support:

- (1) Approved the use of the Walterboro Armory for Navy EOD training.
- (2) Provided GP medium tents to prison emergency response force.
- (3) Provided potable water to prison in Estill, SC.

**PROGRAM NAME: BUILDINGS AND GROUNDS**

## **PROGRAM MISSION STATEMENT:**

Maintain a work force of skilled trades, tools and equipment to perform maintenance, repairs and minor renovations of all facilities for the Office of The Adjutant General which includes the Military Department of South Carolina.

## **PROGRAM GOALS AND OBJECTIVES:**

**GOAL 1:** Maintain more than eighty (80) armories with over two million (2,000,000) square feet and other training, work and storage facilities statewide.

### **Objective:**

- Develop a long-range plan to identify facilities for major repairs and renovations. Target: ongoing.
- Maintain a crew of trade workers with proper tools and equipment to keep these facilities safe, environmentally sound and operational to standard.
- Do inspections after construction and renovations to keep facilities upgraded to meet State/federal regulations/codes.
- Increase work force to be able to handle costly repairs and renovations in a timely and efficient manner.

### **IMPACT:**

- With adequate manpower and equipment we can respond immediately to assure valuable military readiness and training is not adversely impacted resulting in loss of valuable scarce resources.
- Early reaction to repairs/maintenance/renovations before they become major projects will save money.

**GOAL 2:** Insure a quality environment to work and train and also for community activities.

### **Objectives:**

- Schedule training classes for work crews to include safety and environmental codes/regulations. Target: Ongoing
- Purchase tools and equipment for work crews to perform their duties in a timely and efficient manner.

## **IMPACT:**

- Must become more efficient and knowledgeable to stay in tuned with new technology and building codes/regulation.  
Reduce the number of Worker's Compensation cases.
- 1995 had 5 recordable injuries reported, 1 fatality, 78 lost workdays  
1996 had 15 recordable injuries reported, only 14 lost work-days  
(Increase in reported cases due to increased awareness)  
1997 so far have only 2 recordable injuries reported with no lost workdays

**GOAL 3:** Implement a concept of self-help for preventive maintenance and repair at facilities.

## **OBJECTIVE:**

- Install maintenance program (MP-2) on computer to track work request, maintenance and repairs. This program will capture cost and also help to schedule preventive maintenance. Target: 31 Dec 97  
MP-2 program not on line, currently researching less complicated system.

## **IMPACT:**

- Without this program we will stay bogged down in a hit and miss mess.

## **PERFORMANCE MEASURES:**

**WORKLOAD:** Eleven- (11) people completed 333 work requests for maintenance and repairs FY 94-95. A total of 464 requests for maintenance and/or repair were received. One hundred thirty-one- (131) could not be completed because of insufficient funding.

**Efficiency:** With \$1,381,959 state funding and \$506,927 other funding generated from armory rentals and the communities (less the 58% required for utilities) we have approximately \$ .26 per square foot for maintenance and repairs. This will not adequately maintain these facilities.

**PROGRAM NAME:** South Carolina National Guard  
Counterdrug Program



## **MISSION STATEMENT:**

The SC Counterdrug Task Force provides military support to Law Enforcement Agencies in the conduct of counterdrug operations and supports Community-based Organizations in drug demand reduction activities within the State of SC.

## **GOALS:**

Support multi-jurisdictional Law Enforcement Task Forces with intelligence and investigative support and technical support; support interdiction at Ports of Entry; provide aviation and ground support to marijuana eradication operations; and support narcotics-related training for Law Enforcement Officers.

Support initiatives for youth activities to create positive environments, raise self-esteem, enhance self-discipline and promote development as responsible drug-free members of society; create a drug-free workplace.

## **MAJOR THREATS TO STATE**

Crack Cocaine

Powdered Cocaine

Marijuana

## **SUPPORT PROVIDED**

### **Drug Law Enforcement Agencies Supported**

SLED, State Grand Jury (State Attorney General's Office), Highway Patrol, local police departments and sheriffs' offices, DEA, US Customs Service, US Attorney's Office and the Organized Crime & Drug Enforcement Task Force, US Marshall's Service, US Postal Inspection Service.

### **Community Based Organizations Supported**

Fighting Back; Alston Wilkes Youth Home; Honey Hill Community Coalition (James Island SC); Pine Ridge (SC) Community Coalition; Latimer Manor (Columbia SC) Community Oriented Policing (COPS); West Columbia Leadership Council; Community Health Partners; numerous elementary, middle, and high schools; various coalition committee memberships; Red Ribbon campaign activities; Youth ChalleNGe Academy.

### **Types of Supply Reduction Support**

Program management and coordination; intelligence analysis; operational/case support; ground and aerial support to marijuana eradication program; cargo/mail inspection; ground and aerial reconnaissance and surveillance; maintenance, logistical and communications support; linguist/translator support; transportation and engineer support;

### **Types of Demand Reduction Support**

Support to community activities is designed to educate, train, or otherwise prevent drug abuse among youth. We use mentors and role models; presenters and speakers to conduct static displays; "Just Say No" puppet shows and fatal vision goggle demonstrations at educational institutions, civic and church groups; educational material distribution; community coalition support. We provide speaker and mentoring training for NG personnel and we provide resources for the SCARNG Youth Camp conducted in conjunction with NG Family Support Groups.

### **Number of Support Missions**

FY-95: 305	FY-96: 370	FY-97: 348	FY-98: 310
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## RESOURCES

### National Guard Federally Paid Personnel

FY-95: 57	FY-96: 40	FY-97: 47	FY-98: 41
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### National Guard & Civilian Volunteers

FY-95: 71	FY-96: 72	FY-97: 70	FY-98: 115
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### Federal Dollars

FY-95	\$ 1.819M	FY-96	\$ 1.777M
FY-97	\$ 1.879M	FY-98	\$ 1.626M

**Federal Equipment** Two OH-58 helicopters modified for the counterdrug support mission; LEA-compatible hand-held radios; thermal imaging systems; night vision systems; hand-held LORAN & GPS devices; desktop and notebook computers; cellular telephones; pagers; etc.

## MISSION RESULTS

### NG Assisted Seizures

Items Seized	FY-95	FY-96	FY-97	FY-98
Marijuana Plants	20,657	10,645	13,682	2,066
Marijuana, Processed	3,178 lb.	2,153 lb.	2,202 lb.	1,893 lb.
Cocaine	1,610 lb.	82 lb.	153 lb.	4,672 lb.
Heroin	22 lb.	2 lb.	1.5 lb.	2 lb.
Meth/Amphetamine	2 lb.	16 lb.	3 lb.	8 lb.
Other Drugs	\$60,330	\$647,054	\$18,230	\$34,975
Vehicles	84	51	43	155
Weapons	200	177	223	155
Arrests	3,433	2,868	2,345	2,276
Currency	\$4,327,383	\$2,681,529	\$ 3,126,132	\$1,548,633
Property	\$990,815	\$792,649	\$664,082	\$1,329,285

### Flying Hours Flown

FY-95: 798	FY-96: 819	FY-97: 767	FY-98: 769
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### Number of South Carolina Youth Reached through Demand Reduction Activities

FY-95: 9,125	FY-96: 13,895
FY-97: 17,500	FY-98: 27,500

## Performance Measures

Execute 99.9% of annual budget (Counterdrug Program is entirely federal funding).

Provide flexible, competent and reliable support that facilitates law enforcement operations and maximizes their effectiveness.

Because the Counterdrug Program is a support operation that hinges on law enforcement direction, our specific goals and objectives hinge on those of the supported agencies.

**Program Name:** Environmental Resources Management Office

Annual Federal Funding: \$1,539,000.00



Annual State Funding:   \$   14,000.00

## **Program Goal/Mission Statement:**

To enhance the military and public service mission of the South Carolina Army National Guard, by being a leader in comprehensive environmental management.

## **Program Objectives:**

To safely and effectively manage hazardous materials, to protect and preserve natural and cultural resources, to protect endangered species, to manage erosion control, to manage land disturbing activities, to manage the SCARNG underground storage tank program, to rehabilitate washracks, to facilitate the removal and disposal of asbestos containing materials and to administer the SCARNG Environmental Internship and community environmental awareness outreach programs.

## **Performance Measures:**

a. Conduct Army Environmental Compliance Assessments at South Carolina National Guard facilities

\*Accomplished 63 environmental compliance assessments out of 112 South Carolina National Guard sites.

\*Reassessed (re-inspected) 14 South Carolina National Guard sites for noncompliance issues.

\*Accomplished two (working) day turnaround cycle for the issuance of assessment reports back to site commanders.

\*Established and maintained up-to-date computerized assessment results database on each SCARNG facility.

b. Hazardous Waste/Hazardous Material Storage Capacity Upgrade

\*Acquired four (4) additional "Safety Storage" hazardous material lockers.

\*Issued documentation protocol on arranging compatible materials for storage and turn-in/disposal.

\*Established central turn-in facility at the Marchant NG Complex that is approved by both DRMO and SCDHEC

\*Continued implementation of proper fire suppression systems on all Hazardous Material storage buildings.

c. Promote the South Carolina National Guard Recycling Program

- \* Recycled approximately 30 tons of materials, up from 28.5 tons in FY-94.
- \* Expanded the recycling program to all armories and training areas (Bonded paper).
- \* Maintain recycling bins and receptacles at each office.
- \* Conduct training on the SCARNG recycling program.
- \* Recently added a block of instruction on recycling in annual environmental briefing.

d. Promote the South Carolina National Guard internship/ Cooperative Partnership Program with other state agencies and universities

- \* Continued the SCARNG Internship/Cooperative Partnership programs with the Department of Natural Resources, USC & Clemson University.
- \* Updated the environmental awareness program
- \* Participated in "AMERICA RECYCLES DAY" and "EARTH DAY" events with other state agencies.
- \* Participated in a P2 roundtable with representatives from all South Carolina Military Installations.
- \* Implemented a management plan for the state listed Big-Eared Bat at the Leesburg Training Site tunnels.
- \* Four (4) interns from various agencies have worked on different assignments at Leesburg under the Internship/Cooperative Partnership Program.

e. Administrate the Underground Storage Tank Program

- \* Completed the "noncompliant" UST Removal and replacement program. (18 sites statewide)
- \* Secured annual permit for all twenty (20) active Underground Storage Tanks.
- \* ZERO NOV's issued to the SCARNG for noncompliance in the UST program.
- \* SCDHEC Compliance letters are on file to certify compliance with new UST regulations
- \* Remedial activities were implemented at six (6) SCARNG sites

f. Administer Source Reduction/Pollution Prevention Program

- \* Identified several procedures in our maintenance operation to reduce the use of Hazardous Materials.
- \* Converted existing P2 Plans to Integrated Contingency Plans (ICP) at UTES, AASF, CSMS, and LTS.
- \* Utilized the services of 679th ENGR (DET.) to upgrade "Out of Compliance" chemical storage buildings.
- \* Submitted Emergency Planning Community Right to Know Act forms to NGB & SCDHEC on schedule, as required by law.
- \* Acquired twenty (20) parts washers that are more efficient, cost-effective and more environmentally friendly.
- Constructed 5 (five) washracks at various facilities statewide

g. Secure Federal & State Funding (Environmental Program Administration)

\* Identified \$48,500.00 to support out of cycle construction projects (Federal)  
Resourced financing to support "FIXES/CLEAN UPS" at state non-supportable sites.

**PROGRAM NAME: SOUTH CAROLINA STATE GUARD**

**MISSION STATEMENT:**

To organize, develop, train, and maintain a resourced volunteer force within the South



Carolina Military Department to provide an administrative, logistical, and environmental force multiplier for the South Carolina Military Department in order to provide assistance to the people of South Carolina, especially during time of emergencies.

The South Carolina State Guard (SCSG) works with the Emergency Preparedness Division at the state and local level to provide volunteer manpower during drill and actual emergencies. Examples include state nuclear plant drills; tornado, hurricane, and hazardous material drills, as well as actual disasters.

## **IMPACT:**

During Hurricane BONNIE (1998) the SCSG contributed 3,328 hours of volunteer service valued at more than \$66,000. Furthermore, these 208 volunteers from the SCSG provided their own logistical support.

In 1996, during FRAN, the SCSG provided the state with estimated savings of more than \$92,300 with 4,250 hours of service and during BERTHA, approximately 1,715 hours for savings of over \$37,700.

**\*\*NOTE\*\*** Hours are valued at \$20.00 per hour plus shelter, transportation, and meals.

The SCSG also serves as a force multiplier for the SCARNG during mobilization for active duty. During this period the SCSG assumes custody and protection of the 82 local armories, at no cost to the state, until SCARNG units return.

## **IMPACT:**

This SCSG mission, upon mobilization of all units, would save the state and its taxpayers \$9,480 per day.

The SCSG also provides the majority of the cadre for the Youth Challenge Academy at the Wil Lou Gray Opportunity School. This program offers a second chance for students to complete high school and gain a better chance to succeed in the future. Mentoring to these students is also a large part of SCSG involvement.

Locally, SCSG troops are conducting search and rescue missions; supporting local humanitarian agencies; conducting military funerals; supporting the local sheriff during athletic events and parades.

During FY97, the SCSG contributed over 5,750 hours of unpaid volunteer service to state and local governments in addition to over 26,800 unpaid hours of training in order to be ready for any emergency or disaster. The value of the time computed at a rate of \$20.00 per hour equates to \$651,000.

## **PROGRAM OBJECTIVES:**



To support the military department in state missions consisting of maintaining public safety; supporting local civil authorities to provide essential service; protecting these essential local resources and services; assisting local law-enforcement agencies based on Memorandums of Understanding (MOU); providing support to the SC Emergency Preparedness Agency, both at the state EOC and at the county EOCs through MOUs, at no cost to the state. In addition, the State Guard supports requests for disaster assistance from the SC Red Cross and other humanitarian agencies and conducts state and community service projects at no cost to the state.

## GOALS:

Organizational development-

Maintain HQ staff at 90% fill rate; Bdes and Bns at 70% and Cos at 60%.

Conduct one joint HQ and Bde staff CPX annually.

Each HQ's principal staff section will attend one Bde conference or one Bde FTX each year.

At least one commander's conference will be held each year.

A mobilization and readiness officer will be appointed and maintained at 100% fill rate at HQs and Bde level

## Mission Training:

HQ's staff will participate in one annual STARC EOC exercise with the SCARNG.

## MANPOWER COST EVALUATION

Carolina Cup Steeplechase  
27-28 March 1998

GRADE	NO. PRESENT	MANDAYS	PAY GRADE	MCE
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05	2	4	170.96	683.84
04	2	4	142.93	571.72
03	10	20	123.62	2,472.40
02	1	2	91.72	183.44
01	2	4	72.36	289.44
E9	1	2	115.95	231.90
E8	3	6	106.55	639.30
E7	5	10	93.16	931.60
E6	5	10	68.00	680.00
E5	4	4	57.75	462.00
E4	1	1	45.49	90.98
E2	4	8	33.67	269.36
E1	7	14	30.03	420.42

\*TOTAL SAVINGS \$7,926.40

\*This does not include the cost of administrative support

**PROGRAM NAME: EMERGENCY PREPAREDNESS**

**PROGRAM COST:**

Annual Federal Funding:	\$2,430,488
Annual State Funding:	\$ 499,849

Utility Funding:	\$ 649,033
FEMA	\$1,864,763*

\*This federal appropriation represents a pass-through to the Budget and Control Board to administer losses associated with Hurricane Hugo, Fran and the Floods. It does not represent a part of the budget used for operating SCEPD.

## **PROGRAM GOAL:**

To provide the State with leadership and coordination in emergency management in order to reduce the loss of life and property during disasters and emergencies, and to protect the State's institutions from all types of hazards through a comprehensive, risk-based, multi-hazard emergency management program.

## **PROGRAM OBJECTIVES:**

1. Develop comprehensive plans that will strengthen and enhance the emergency management system.
2. Develop for the State and local jurisdictions a comprehensive, continuing training program that perfects and amplifies emergency response and recovery skills and capabilities.
3. Conduct exercises and drills to test and evaluate all aspects of State and local emergency management systems.
4. Educate the public and increase overall awareness of emergency management issues, and preventive/preparedness measures that can be taken by the individual citizen.
5. To obtain a facility that would allow the state to adequately conduct response and recovery operations during emergencies and disasters.

## **PERFORMANCE MEASURES:**

The measurement of SCEPD's performance is based on training the Division provides to emergency managers and responders; its preparedness for, and response to, imminent disaster and no-warning emergencies; the assessment of risks facing the State and the mitigation efforts to reduce those risks; and other projects and mandates given to the Division.

The Division monitored or successfully responded to over 250 local/county/statewide incidents during this period. The majority of these incidents were HazMat related, but also



included severe weather, search and rescue coordination, plane crashes and other transportation accidents, and coordination of out of state requests for assistance. A few of the more memorable incidents that required at least partial SEOC activation or SCEPD assistance were:

Tornadoes struck Pickens County on January 7, 1998, resulting in damage to several areas of the county. The State Emergency Operations (SEOC) was partially activated and a State assessment was conducted.

During the months of January and February 1998, Horry County received a large amount of rain resulting in the flooding of the Waccamaw River. A joint damage assessment was conducted and Horry County received a Small Business Administration declaration.

On March 18, 1998, the City of McCormick's water supply was contaminated by industrial waste back-flow, which created the need for partial SEOC activation to coordinate provision of drinking water from SCARNG and commercial sources, and quick, efficient clean-up.

In May 1998, a series of tornadoes struck Edgefield County causing severe localized damage to homes and businesses. The SEOC partially activated to monitor storm progress, and coordinate recovery efforts to include debris clearance; shelter needs, and damage assessment. A SCEPD damage assessment team assisted local officials in damage assessment.

In June 1998, severe weather again struck South Carolina, specifically Lexington County, causing at least one death and damage to several areas of the county. A modified "Go Team" from SCEPD was sent to accomplish a rapid damage assessment to assist in recovery efforts. At the same time, SEOC personnel monitored severe weather in Sumter, Union, York, and Beaufort Counties.

In June, 1998, the first ever large-scale activation of the 23-state Emergency Management Assistance Compact (EMAC) occurred in response to the Florida wildfire disaster. Two SCEPD operations personnel were the first contingent of EMAC representatives to assist Florida Emergency Management at their Tallahassee EOC. Ultimately, SCEPD coordinated the provision of over 180 fire-fighting personnel and equipment to fight wildfires in Florida.

During FY-98, the Division conducted more than 34 training courses for county and local government personnel. The Division participated in numerous exercises and drills around the state. It maintained a comprehensive training program, which incorporated skills, competencies, and capabilities of respective staff, engaged in mitigation, preparedness, response and recovery activities.

More than thirty emergency first responders training courses were offered by SCEPD at the South Carolina Fire Academy and in counties throughout the state.

Annual conferences organized by SCEPD included the Emergency Management Conference and the annual South Carolina Hurricane Conference.

Four nuclear exercises were coordinated by SCEPD.

The Division assisted numerous counties with their exercise program, including scenario



development, state participation, and evaluation. In addition, Raging Wind 98, a statewide, state-level, natural hazard exercise was successfully conducted.

A Mitigation Schools Workshop was conducted for engineers and architects.

Six Disaster Assistance Workshops were presented to county and municipal personnel in the State.

Six EOP planning workshops were conducted around the state during the FY. Workshops focused primarily on the process of writing plans, annexes and operating procedures.

A donation management system was established and tested to receive, store, distribute, and manage donations during a major disaster.

The Division continued working with USC's Advanced Solutions Group on modifying the Internet Routed Information System (IRIS) software for use during emergencies and exercises.

Currently, the Division's public information program is dependent upon other programs for funding. Under this inadequate system, the Division cannot successfully or consistently fulfill its goal of delivering a comprehensive emergency preparedness public awareness campaign. However, while not able to perform to our self-imposed success measures in this area, Division personnel were able to:

- Promote Severe Weather Awareness Week activities throughout the state.
- Promote Earthquake Awareness Week activities throughout the state.
- Promote Hurricane Awareness Week.
- Make more than 300 contacts with state, local and national media on numerous emergency preparedness awareness issues.
- Participate in the Governor's Day for Children at the South Carolina State Fair.

Develop a public information brochure and poster that advises the public of bridge closures during evacuations.

#### **Other SCEPD programs and projects and activities during this period include:**

The first successful use of the SCEPD led State Assessment Team (SAT) during the recent statewide hurricane exercise "Raging Wind".

- Further refinement of the Critical Facilities database. The database currently has over 2000 individual county facility records and will continue to expand.
- Development of a Critical Resources database which assists the SEOC Operations Tasking Group (OTG) and state Emergency Support Functions (ESF) in locating, coordinating, and providing resources for more efficient recovery efforts.
- Update of SC Seismic Advisory Board's charter to focus on potential threats due to earthquakes.

Continued integration of hurricane tracking software into operational aspects, and training for local government officials on the use of that software.

- Development of a Public Information Phone System in coordination with SCETV to provide shelter and evacuation information to SC citizens and tourists.

Development of a County Joint Assessment Program. The assessment is conducted jointly by the area coordinators and the county directors, and evaluates every aspect of the Emergency Preparedness program. Assessments were completed in 18 counties this FY.

## **IMPACT STATEMENT**

In comparison with other emergency management agencies in our region, South Carolina ranks last in per capita funding. Personnel's staffing is low based on natural and technological threats. There is no permanent emergency operations facility for State agencies or volunteer organizations to support an emergency. The Division cannot accomplish its legislatively mandated mission at its current level of funding, nor maintain an adequate staffing level for response and recovery activities.

**PROGRAM NAME:** South Carolina Air National Guard

### **PROGRAM MISSION STATEMENT:**

**State** To provide world-class units ready to preserve life, property, peace, and public safety for the citizens of South Carolina.

The South Carolina Air National Guard works with the Governor's office and the Emergency Preparedness Division to provide manpower, equipment, and services to the



state during times of natural or man-made contingencies. Examples include security, fire fighting, electrical generators (to include operators), medical services, emergency communications, ground and air transportation for supplies, equipment, and people, and building an access road to the Congaree National Monument<sup>1</sup>. In addition to responding to state emergencies, the men and women of the South Carolina Air National Guard are very active in volunteer community services - food drives, clothing drives, annual Christmas and Easter parties for underprivileged and handicapped children, Pilot for a Day program for critically ill children, Lunch Buddy program with community schools, Scouting and other youth programs.

**Federal** To provide world-class units capable of meeting the nation's needs for humanitarian, contingency, and general war requirements, specifically to employ conventional munitions in the following missions: close air support, air interdiction, strategic attack, offensive and defensive counter air, and suppression of enemy air defenses.

The South Carolina Air National Guard plays a vital role in the nation's total force capability by maintaining a highly trained readiness posture. The SCANG's role during Operation Southern Watch with the Block 52 F-16 Fighting Falcon aircraft and its suppression of enemy air defenses mission proves its value to the Department of Defense. In addition, continuing missions to underdeveloped nations for humanitarian and nation-building missions show the wide-ranging capabilities of our state's militia.

## PROGRAM GOALS AND OBJECTIVES:

**Goal 1:** Maintain 100% strength

**Objectives:**

- Recruit at least 9 military personnel per month to maintain effective strength and readiness.
- Maintain full time manning at authorized strength

**Impact:**

- Military Personnel (1,278 authorized) - affects \$11,000.00 in salaries
- Federal civilian personnel (288 authorized) - affects \$11,800.00 in salaries
- State civilian personnel (54 authorized) - affects \$1,454,338 in salaries

**Goal 2:** Enhance family, employer, and community support

**Objectives:**

- Sponsor at least one special event for underprivileged and/or handicapped children this year
- Conduct at least one food drive this year
- Sponsor State Junior ROTC Drill Competition
- Conduct at least one school outreach program per month
- Participate in at least one Employer Support for Guard and reserve activity (BossLift, provide airlift for activities, etc.) this year.
- Conduct at least one Family Involvement Day each year
- Support Lunch Buddy program at Hopkins Middle and Gadsden Elementary Schools



**Impact:**

Invigorate and support our local community

**Goal 3:** Successfully fulfill Department of Defense deployment commitments and continue preparations to accept the Suppression of Enemy Air Defenses (SEAD) mission.

**Objective:** Certify our fully mission ready status this year.

**Impact:**

Become a more valuable and deployable Department of Defense asset.

**Goal 4:** Have an accident-free year

**Objectives:**

Promote ground safety awareness via base newspaper, flyers, bulletin boards, and commander's briefings

Brief flying safety awareness to aircrew at least monthly

**Impact:** Avoiding accidents will prevent these unnecessary expenses

Class A accidents costs taxpayers a minimum of \$1,000,000 and put lives in jeopardy

One Block 52 F-16 aircraft costs in excess of \$20,000,000

One C-130H aircraft costs in excess of \$40,000,000

Loss of revenue and expenses due to injury are incalculable

## **PROGRAM PERFORMANCE MEASURES:**

100% Manning of all authorized and funded positions

Continue our personal involvement in the community

Declare Initial Operational Capability in the coming year

Avoid preventable accidents

**Program Name:** Youth ChalleNge Academy at Wil Lou Gray Opportunity School

## **MISSION STATEMENT:**

The Wil Lou Gray Opportunity School provides compensatory education to citizens of South Carolina at least sixteen (16) years of age who are most at risk of: dropping out and not completing their education; not making the transition from public schools to the work force, and whose home-school-community environment impedes rather than enhances the chance they will stay in school and become prepared for employment.

## PROGRAM - EDUCATION

### PROGRAM GOAL:

Provide all resources necessary to meet Defined Minimum Program requirements for an accredited high school diploma, GED and/or limited entry level vocational training.

### PROGRAM OBJECTIVES:

To maintain 85% of enrolled students who: complete the program in which they are enrolled; return successfully to a program of studies in the public schools; or move from the school program to gainful employment or higher education.

### PERFORMANCE MEASURES:

#### Workload Indicators:

190 Day program

22 Staff members of whom 21 must be professionally certified

300 (minimum) students served annually

#### EFFICIENCY MEASURES:

\$7,302 cost per student

#### EFFECTIVENESS MEASURES:

All clear designation from Department of Education for Defined Minimum Program

89% students enrolled met one of three criteria stated in program objective

### TOTAL PROGRAM COST

<u>State Cost</u>	<u>EIA Cost</u>	<u>Other Cost</u>	<u>Federal Cost</u>	<u>Total Cost</u>	Unit Cost Based On 195 Students <u>Served</u>
869,189.19	432,078.54	68,775.22	53,812.35	1,423,855.30	7,302

## PROGRAM - STUDENT SERVICES

### PROGRAM GOAL:

Provide all resources necessary to assure supervision and positive direction of student population 5 days per week, 18 hours per day plus 24 hours per day on weekends.

### PROGRAM OBJECTIVES:

Phase III and Honor Club status maintained by 80% of students achieving that status. To obtain a 10% reduction in repeat offenses following behavioral intervention programs. Maintain documentation of case management meetings with each student at least once each month.

### PERFORMANCE MEASURES:

#### Workload Indicators:

235 Day program (includes weekends)  
25 staff members  
250 Students maximum residential population

#### EFFICIENCY MEASURES:

\$2,727

#### EFFECTIVENESS MEASURES:

83% Students reached Phase III and Honor Club status and maintained status  
10% Reduction in repeat offenses following participation in a behavioral intervention program  
Each student received case management services a minimum of once each month

### TOTAL PROGRAM COST:

State Based Cost Students	EIA Cost	Other Cost	Federal Cost	Total Cost	Unit Cost on 195 Served
531,462.19	0.00	240.00	0.00	531,702.19	2,726.68

## PROGRAM - PSYCHOLOGICAL AND SPECIAL



## SERVICES

### PROGRAM GOAL:

Develop resources to provide counseling and educational support services to students, families and others working with students enrolled at Wil Lou Gray. Case management, counseling, consultation, in-service training, psycho-educational evaluation, special education coordination, and substance abuse prevention and intervention are included.

### PROGRAM OBJECTIVES:

Each student receiving special education services will have an appropriately completed IEP on file within one week following the IEP meeting. Each student will receive an orientation interview by a counselor at least once within the first 30 days following enrollment. Case notes by counselors will be completed within two weeks of each contact.

### PERFORMANCE MEASURES:

#### Workload Indicators:

200 Day program

5 staff members of whom 5 must be professionally certified

300 (minimum) students served annually

#### EFFICIENCY MEASURES:

\$1,326

#### EFFECTIVENESS MEASURES:

Case notes by counselors completed within two weeks of each contact

Each student receiving special education services had an appropriately completed IEP on file within one week following the IEP meeting

Each student received an orientation interview by a counselor at least once within the first 30 days following enrollment

A learning styles inventory was completed for every student within the first quarter (9 weeks) of enrollment.

### TOTAL PROGRAM COST:

State Based <u>Cost</u> Student	EIA  <u>Cost</u>	Other  <u>Cost</u>	Federal  <u>Cost</u>	Total  <u>Cost</u>	Unit Cost  on 195  <u>Served</u>
188,992.93	47,372.98	783.82	21,410.18	258,559.91	1,325.95

## PROGRAM - HEALTH SERVICES

### PROGRAM GOAL:

Provide resources necessary to maintain the health of each student enrolled.

### PROGRAM OBJECTIVES:

To maintain records of health status of each student enrolled. Maintain appropriate documentation of all medication administered. To counsel students and families regarding health/wellness needs. To maintain oversight and direction of all health/medical services provided to students.

### PERFORMANCE MEASURES:

#### Workload Indicators:

235 Day Program

1 Staff nurse available on call whenever students are present on campus

300 (minimum) students served annually

#### EFFICIENCY MEASURES:

\$248 Cost per student

#### EFFECTIVENESS MEASURES:

Reviewed and evaluated all medical information provided for the admission decision, established follow-up procedures, and assured oversight of student medical needs while enrolled

Maintained 100% documentation of all medication administered

Managed acute, chronic and emergency health problems with appropriate follow-ups

#### TOTAL PROGRAM COST:

<u>State</u> <u>Cost</u>	<u>EIA</u> <u>Cost</u>	<u>Other</u> <u>Cost</u>	<u>Federal</u> <u>Cost</u>	<u>Total</u> <u>Cost</u>	<u>Unit cost based</u> <u>on 195 Students</u> <u>Served</u>
34,208.84	14,091.04	18.00	0.00	48,317.88	247.78

## **PROGRAM - FACILITIES AND SUPPORT SERVICES**

### **PROGRAM GOAL:**

To provide support services to all phases of the total school program. This includes food services, maintenance, public safety and transportation.

### **PROGRAM OBJECTIVES:**

To maintain a nutritious and well-balanced food services program. To maintain a progressive, preventive program designed to operate all equipment, buildings and grounds at optimum efficiency. To ensure a safe and secure campus environment. To provide adequate transportation service in support of all departments.

### **PERFORMANCE MEASURES:**

#### **Workload Indicators:**

Food Service: Staff of seven provides three meals daily, seven days a week.

Additionally staff provides food for special campus events such as cookouts and banquets.

Plant Maintenance: Services maintain 174,000 square feet of building space and 89 acres of campus with 12 people directed by a maintenance supervisor. This staff responds to over 500 work orders annually.

Public Safety: Two public safety officers certified by the South Carolina Criminal Justice Academy ensure safe campus environment seven days a week and the security of 23 campus buildings.

Transportation: Maintain student transportation to medical appointments, off campus activities and worksites for students participating in a student work program. Administrative needs and supply handling are also met.

### **EFFICIENCY MEASURES:**



\$5,291

**EFFECTIVENESS MEASURES:**

Reduced cost by 3% per square foot for cleaning and maintaining buildings  
Maintained an average three days between work orders and repairs for 82% of work orders  
Maintained a 5% reduction in fat content of meals while student/staff participation remained at current levels  
Warehouse and maintenance shop organization and neatness received endorsement by the Superintendent an/or Director of Administration every two months  
Public safety and transportation services maintained as described without negative exception

**TOTAL PROGRAM COST:**

State Based <u>Cost</u> Students	EIA <u>Cost</u>	Other <u>Cost</u>	Federal <u>Cost</u>	Total <u>Cost</u>	Unit Cost on 195 <u>Served</u>
796,315.40	0.00	184,697.97	50,828.12	1,031,841.49	5,291.49

**PROGRAM NAME: Leesburg and Clark Hill's Training Sites**

**PROGRAM MISSION STATEMENT:**

To provide individual education and collective training support for the development of soldiers and units.

Description: The 218th Regiment (Ldr) commands the activities at two training sites. The SCARNG Training Center (Leesburg), located in the southeastern sector of Fort Jackson, approximately 15 miles east of Columbia, and Clarks Hill Training center, located in McCormick County on Lake Thurmond. These training centers provide land

(training areas) and facilities for units to use during their training in both individual and collective tasks.

The South Carolina National Guard leases approximately 15,000 acres from Fort Jackson, at no cost, to provide a multi-faceted training base for National Guard units of South Carolina and other states and other federal, state, and local agencies.

The 218th Regiment (Ldr) resides at Leesburg Training Center and consists of four Total Army School System Battalions: 1st Battalion (Armor), 2nd Battalion (OCS), 3rd Battalion (NCOA), and 4th Battalion (General Studies) and the SCARNG Training Center, the 268th Engineer Detachment (Firefighters) and the 679th Engineer Detachment (Utilities). The battalions provide leadership training for noncommissioned officers and officers, military occupational training for soldiers in armor, and other courses directed by the Adjutant General. These battalions will train 2500 soldiers during a training year. Soldiers attending this training come from predominantly the southeastern states. The Engineer Detachments provide direct support to the Training Center.

Other units assigned at the SCARNG Training Center (Leesburg) Delta Company, 8th Tank Battalion, 4th Marines, USMCR; Detachment 1, Company Bravo, 163rd Support Battalion; and 3178th Ordinance Detachment, 3/178TH Field Artillery Battalion.

The SCARNG Training Center (Leesburg) provides a wide array of ranges and training areas to meet the needs of the units of the South Carolina Army National Guard. They include a Combat Pistol Qualification Range; Kasserine Pass Range, used for the M-203 Grenade Launcher and AT-4 Anti-Tank Weapon; twenty-one (21) artillery firing points; two (2) mortar-firing points; a Basic Rifle Marksmanship Range; and a Main Tank Range. The Training Center also provides specialized training areas for land navigation, demolition training, physical fitness training, and armored vehicle launch bridge site.

Units use the remaining training area for bivouac, maneuver, and lanes training.

National Guard Bureau has designated the SCARNG Training Center (Leesburg) as the national testing site for all simulators.

This provides soldiers and leaders with an economical but realistic training device to improve individual, crew and unit performance. The training center offers its facilities, ranges and training areas to units every day of the year including weekends with the exception of Thanksgiving and Christmas holidays. Annual usage figures shown below represent the soldier mandays spent at the SCARNG Training Site (Leesburg):

Army National Guard	224,323 mandays
Department of Defense	1,090 mandays
Other Agencies	7,234 mandays
Total	232,647 mandays

Clarks Hill Training Center contains approximately 308 acres located in McCormick County in the Landrum Branch/Dordon Creek area under lease from the Department of the Army. It also has a limited maneuver permit for an additional 450 acres. The training site can billet approximately 300 soldiers and has dining facilities and training facilities for 200. It also has a repelling tower and land navigation course for individual soldier training. This site had an annual usage rate of 14,671 mandays during last training year.



## **PROGRAM GOALS AND OBJECTIVES:**

**Goal 1:** Improve the Quality of Individual and collective Training Opportunities.

Objective 1 - Enhance Cantonment Area Facilities

Objective 2 - Enhance Training Facilities

Objective 3 - Enhance Training Areas

Objective 4 - Develop and Implement Synthetic Theater of War (STOW)  
Capability

Objective 5 - Assess, Define, and Implement New Mission Opportunities

**Goal 2:** Develop and Maintain Fully Integrated Regional Training Center.

Objective 1 - Sustain Training and Doctrine Command Accreditation

Objective 2 - Enhance Internal and External Communication Systems

Objective 3 - Promote a Commitment to Safety

Objective 4 - Manage Adjutant General Directed Courses

**Goal 3:** Enhance Resource Management.

Objective 1 - Maximize Effective Use of Material

Objective 2 - Consolidate and Automate Engineer Operations

**Goal 4:** Develop and Maintain Qualified Staff.

Objective 1 - Improve Management of Personnel

Objective 2 - Enhance Staff Skills

Objective 3 - Enhance Organizational Capability

## **Impact:**

The 218th Regiment (Ldr) has an authorized strength of 221 consisting of 105 full-time employees and 116 traditional Guard men and women. This results in an annual payroll of \$3,601,000. The annual operating budget for the training sites are \$6,238,650.

Program Performance Measures: The initiatives for 1999 support the above objectives and will be measured by their completion during this training year. The overall performance of the training site is measured by the number of units using the training center, the number of soldiers attending and completing our training courses, and our schools meeting the Army standards for accreditation.



**Program Name:** Army Contract Support

**Program Cost:**

The annual operating budget (not including twelve million dollars of Military Construction

Program projects) is a federal contribution of over 3 million dollars for a state match of approximately 200 thousand dollars.

## **Program Goal:**

Direct and effectively administer allocations to the State and Federal Installations Program which include: engineering design, inspection, construction, master planning, real estate management, utility operations, maintenance and repair of real property (buildings, grounds, utility systems, and surfaced areas) and other associated engineering services and operations. The scope of the Installations Program includes over two million square feet of facilities located in 46 counties in South Carolina.

## **Program Objectives:**

- Secure temporary and permanent facilities that facilitate training, provide logistical support, and enable appropriate administration of South Carolina Army National Guard (SCARNG) assigned units statewide and facilities that in turn serve the local community.
- Obtain State and Federal funding and property to construct new/replacement facilities.
- Design and construct new facilities, that are maintenance friendly, within established budget and time lines.
- Maintain SCARNG facilities in compliance with the applicable Federal/State Agreements between the National Guard Bureau and the State of South Carolina, as well as comply with all federal, state, and local life safety codes. Facilities must be in satisfactory and mission-ready condition.
- Continue to automate facilities management office with networking and facilities maintenance software. Implement resolutions to safeguard all automation assets with regard to Y2K concerns.
- Continue to implement Quality Guard Initiative through additional training, tracking performance measures, evaluation, etc.
- Continue to be a fair and effective employer of over 39 State and 10 Federal employees.

## **Performance Measures:**

-Obligate and minimum of 40% State and Federal Real Property Operations and Maintenance (RPOM) funds of direct facilities maintenance, repair and alterations annually.

**Actual Performance:** FY98 - Exceeded Goal

## **Impact:**

The backlog of maintenance and repair must be identified to be a funded project.

-Update and distribute Desktop Resource for Real Property Report (DR. REAL) quarterly (March, June, September and December to National Guard Bureau (NGB). This report is a facility inventory used to determine actual funding levels between states. The SCARNGs DR. REAL is considered to be one of the most current and accurate reports nationwide by the NGB Real Property Manager.

-Maintain and update Project Inventory and Evaluation Report (PIER), which documents and authorizes, total backlog of maintenance of maintenance and repair requirements.

**Actual Performance:** FY 98 - Met Goal

## **Impact:**

South Carolina continues to receive a fair distribution of Federal funding for next fiscal year.

-Reduce average age of SCARNG facilities and expend two dollars per square foot to adequately maintain and repair these aging facilities (mean age is currently 31 years)

**Actual Performance:**

**Federal:** The military construction program is currently replacing two 1950's vintage shops housing over 100 full-time Surface Maintenance personnel.

**State:** The lack of 25% matching funds results in significantly less than two dollars per square foot of maintenance in rapidly deteriorating facilities.

## **Impact:**

SCARNG facilities are not maintained in compliance with Federal-State Agreement- a legal document certified by the Attorney General's Office. This could result in the loss of the assigned units and facilities to the State of South Carolina (jobs and additional funding)



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